



# Standards for Service, Operations, & Facilities

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U.S. Army Community &  
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## ARMY LODGING STANDARDS

### INTRODUCTION:

The Army Lodging Standards promote economies in serving the Army traveler, but not at the expense of quality or service. These standards define the facilities and level of service Army travelers should expect. The facilities and services are to be comparable to a mid-range commercial hotel and provided on a consistent basis, Army-wide. In the introduction to the standards for Holiday Inn, Worldwide, CEO, Mr. Bryan Langston states:

*“One of the many great strengths of the Holiday Inn brand is the image of consistency and quality that our name engenders in the minds of the worldwide traveling public.*

*“Central to preserving and enhancing this powerful image is a body of clearly defined standards, consistently enforced, that help ensure the complete satisfaction of our guests each time they stay at a Holiday Inn hotel or a Holiday Inn Hotel and Suites.”*

Mr. Langston’s statement captures the need to establish and follow standards that provide the level of service that a guest should expect when they travel to Army installations. That expected level of service should represent quality and be consistent from installation to installation. Consistency is necessary so the traveler knows what to expect when they stay in Army Lodging facilities anywhere in the world. On the other hand, the manager has a clear vision of how to serve the Army traveler within resources provided.

### ACKNOWLEDGMENT:

These standards were developed using existing military lodging standards and commercial standards from: Holiday Inn, Worldwide; Best Western, International; and Choice Hotels, International. Additionally, the standards were reviewed by eleven Army installations to assess field application. The supporting installations and managers were: Ft. Belvoir VA, Ms. Janice Pique; Ft. Meade MD, Mr. John Diggs; Aberdeen Proving Grounds MD, Ms. Sharon Christian; White Sands Missile Range NM, Ms. Avis Jensen; Ft. Leonard Wood MO, Mr. Jim Nunley; Ft. Lee VA, Mr. Charles Haywood; Ft. Riley KS, Ms. Lorna Allen; Ft. McPherson GA, Ms. Doris Corbin; AST Vilseck GE, Mr. Herb Nakamura; Stuttgart GE, Mr. Robert Korb; and Ft. Wainwright AK, Ms. Cathy Price. Our thanks to these professionals and their staffs for their time and open feedback.

## APPLICATION:

These standards apply to all Army Lodging operations. Implementation of the Standards for Service and Operation was mandatory for operations with over 75 guest rooms that have a 24-hour front desk operation effective 1 October 1997. Modifications for operations with less than 75 guest rooms and limited front desk operations are italicized and have a mandatory implementation date of 1 October 1998. Installations should perform self-assessments and incorporate these standards into their operations and job performance standards where appropriate. The standards for facilities should be used for the development of capital purchase/minor construction budgets and input to the installation annual work and long-range plans.

Facilities standards references to the “Hospitality Design Guide” refer to a document scheduled for development during 1998 which will be coordinated through regular channels.

## ORGANIZATION:

The Army Lodging Standards have three major groups: Standards for Service, which captures the direct service and support provided to the lodging guest; Standards for Operations, which identify the back office and behind the scenes actions to efficiently run the operation in support of the lodging guest; and Standards for Facilities, which define the physical plant that we will operate in support of the lodging guest. Under each major group is a total of 14 categories, outlining the 68 standards, supported by over 400 standard criteria.

## PUBLICATION:

The Army Lodging Standards are published by the U.S. Army Community and Family Support Center, Army Lodging Directorate as approved by the Assistant Secretary of the Army (Manpower and Reserve Affairs). Questions and comments regarding these standards should be addressed to: U.S. Army Community and Family Support Center, ATTN: CFSC-AL-O (Army Lodging), 4700 King Street, Alexandria, VA 22302-4002.

*STANDARDS FOR SERVICE* define how the guests will be supported and served from the time they make their reservation through the registration and check-out processes, and while a guest in the lodging operation.

**CATEGORY I: Front Desk**

**CATEGORY II: Reservations**

**CATEGORY III: Guest Support**

**CATEGORY IV: Housekeeping**

***STANDARDS FOR OPERATIONS*** establish the level of efficiency in supporting the total lodging operation behind the scenes. Meeting and exceeding the guests' expectations day-in and day-out is a critical challenge of the lodging staff on the front line, which makes direct contact with the guests. However, effectively serving the guests is not possible without an efficient organization in place.

**CATEGORY I: Human Resources**

**CATEGORY II: Financial Operations**

**CATEGORY III: Budget Preparation, Execution, and Long-Range Planning**

**CATEGORY IV: Lodging Administration**

**CATEGORY V: Lodging Safety and Security**

**CATEGORY VI: Furnishings/Supply Management**

***STANDARDS FOR FACILITIES*** define the appearance and condition of the facilities in which our lodging staffs work and serve our guests. These standards are the other half of quality lodging service. No amount of hospitality can overcome a poorly maintained, unattractive guest room. Quality guest services combined with quality guest facilities equals quality lodging services.

**CATEGORY I: Property Maintenance**

**CATEGORY II: General Facility Requirements**

**CATEGORY III: Exteriors**

**CATEGORY IV: Interiors**

# *STANDARDS*

*for SERVICE,*

*OPERATIONS,*

*& FACILITIES*



## **SECTION A:** **STANDARDS FOR SERVICE**

Standards for Service define how the guests will be supported and served from the time they make their reservation through the registration and check-out processes, and while a guest in the lodging operation. The major categories are front desk, reservations, guest support, and housekeeping.

**CATEGORY I: FRONT DESK** - This is where the tone of the guest's entire stay is often set. In the hotel business, it is one of those critical moments of truth. To the guest, the associate at the front desk is "the hotel." How the guest is treated at this point is important to ensure the lodging operation is properly represented. The front desk is also the last stop of the guest; will our last impression be as good as our first impression...it must.

**Standard 1:** Each member of the Lodging Team provides exceptional guest service.

- a.* Each customer is acknowledged at the first opportunity by the lodging staff with a word of welcome and a smile as he/she approaches the front desk or an employee.
- b.* Each guest is made to feel welcomed and comfortable through employee contact throughout their stay by acknowledging the guest at each contact (address guest by surname if known, i.e., Capt Brown, Ms. Smith), being empathetic to their needs, and responsive to their requests.
- c.* Space available travelers are treated in the same courteous manner as other guests.
- d.* Rooms are assigned to space available and non-duty status guests as soon as known and projected official duty travelers requirements are met.
- e.* Lodging associate has completed basic guest services and front office customer service training requirements as a part of the *Performance Plus* program and any additional guest services training required by the property.
- f.* All lodging associates are neatly groomed and wear a standard uniform with name tag.

**Standard 2:** Customers are efficiently registered upon arriving at the front desk.

- a.* Guest approaching the front desk will be acknowledged at the first opportunity and will *begin* the registration process within ten minutes of their arrival.
- b.* Guests with reservations are registered, provided a key and given essential information within three minutes after being assisted by a front desk person.
- c.* Guests without reservations are registered, provided a key, and given essential information within five minutes after being assisted by a front desk person.
- d.* Procedures, such as pre-registration, are in effect to efficiently register guests in large groups to meet time standards above.
- e.* Guests are not assigned to rooms that have not received complete housekeeping services.
- f.* When rooms are not ready for check-ins, guests are able to store luggage and freshen up, if necessary. (NOTE: Restrooms located in lobby area may provide adequate facilities for changing and meeting other personal hygiene needs.)
- g.* *Customers are provided information on early check-out (before duty hours) and weekend check-out procedures as part of the check-in process.*

**Standard 3:** Customers receive complete, appropriate information when registered and in response to questions.

- a.* Customer is asked if there are special needs, such as handicap requirements, smoking/non-smoking preference, crib and so forth. (Ideally this information is collected at the time the reservation is made.)
- b.* Guest is provided clear instructions and an appropriate map showing them how to get to their room and the specific location of the room and not just the building.
- c.* Lodging associates have current information available in response to questions on food services, transportation, location of key facilities, and other appropriate guest information.
- d.* Guests are advised of unique aspects of the operation upon checking in.
- e.* Guests are given a referral list for kennels, to include price and location, as necessary.

**Standard 4:** Customers are efficiently checked out when departing the lodging operation.

- a.* Procedures are in effect to allow late check-out when it is practical. (NOTE: Manager must be aware of function of property management system in regards to posting charges after programmed check-out time.)(NOTE: Guests may be charged an additional partial room charge for check-out extensions greater than two hours.)
- b.* Guests will not wait more than ten minutes to begin check-out process.
- c.* Guest will be checked out within three minutes after being assisted.
- d.* Recommend express check-out be offered to all charge and advance pay customers.
- e.* A statement of charges is provided to guests using express check-out without waiting in line at the front desk.
- f.* Recommend all guests be offered assistance in obtaining reservation at their next TDY/PCS location as appropriate.

**CATEGORY II: RESERVATIONS** - Before the guest arrives, perceptions of Army Lodging are created through the reservation process. It must be easy for the guest to receive a confirmed reservation...with one phone call. When Army Lodging is not available, obtaining a nonavailability control number must be hassle-free.

**Standard 1:** Authorized customers are able to make reservations and receive lodging support with ease and convenience.

- a.* Reservations are taken 24 hours a day and seven days a week.
- b.* Each individual reservation is completed in five minutes or less.
- c.* A confirmation number is provided at the time the guest makes a reservation or, if government quarters are not available, the guest is provided a nonavailability control number.
- d.* If government quarters are not available and a Certificate of Nonavailability control number is issued, the customer is assisted in finding lodging in the local community. Customer receiving reservation for on-post quarters is asked if there are special needs, such as handicap requirements, smoking/non-smoking preference, crib and so forth.
- e.* *Reservations are taken at least 8 hours a day.*
- f.* *An answering machine is available for call back on after-hours reservation requests.*
- g.* *A fax machine is available 24 hours a day to receive reservation requests and a call back is placed on the next normal business day.*



- h. Information is provided on after-hours check-in and check-out procedures and after-duty hours payment procedures.*
- i. Special requirements (ie., bed linens) are identified during the initial reservation procedure so they may be fulfilled by the SDO for after-hours arrivals/departures.*
- j. The Army Central Reservation System is utilized and changes to reservations are faxed in during non-duty hours.*
- k. Guests are instructed to use the Army Central Reservation System for last minute cancellations after duty hours.*

**Standard 2:** Customers can be guaranteed a reservation for late arrival.

- a. Customers making reservations are advised that the reservation is held until 1800 hours (or other specified time), unless the reservation is guaranteed for late arrival with a credit card or advanced cash payment.*
- b. Customer is advised that one night's reservation is charged for guaranteed late arrival, if he/she does not cancel or change the reservation before 1800 hours (or other specified time), and fails to show.*
- c. Guests who cancel reservations are provided a cancellation number.*
- d. At the end of each duty day, all expected arrival reservations, expected departures and cash 54 (Account Balances) are turned in to the SDO.*

**CATEGORY III: GUEST SUPPORT** - THE moment of truth is when the guest makes his or her way to their home-away-from-home, opens the door and all of their hopes and dreams of a comfortable stay either are fulfilled or come crashing down around them. The guest support standards, when combined with quality facilities, provide the framework for being a dream-maker.

**Standard 1:** Guest rooms provide comforts and conveniences expected by guests.

- a. Each room is equipped with a 3.6 to 7.2 cubic foot refrigerator/freezer. (A larger unit may be provided for guest rooms with kitchen facilities, distinguished visitor suites, or guest house family quarters.)*
- b. Guest rooms may be equipped with a small (four cup) hot water heater for courtesy coffee and tea.*
- c. Adequate lighting is provided in the room. All three way lamps have three way light bulbs. (Recommend minimum 75W bulb for night table/over the bed and 100W for reading area.)*
- d. At least fifty percent of guest rooms are designated "No Smoking."*
- e. Designated no smoking rooms are identified with mounted door placards that meet signage standards for the lodging property.*
- f. Baby cribs and rollaway beds with full linen requirements (sheets, pillow, pillow case, mattress pad, and blanket) are provided upon request.*
- g. Bed boards are provided to guests when requested. (Recommend one bed board for operations with less than 100 rooms and two bed boards for operations with greater than 100 rooms.)*
- h. Irons and full size ironing boards are available for guests to sign out or are in each guest room of buildings other than the main facility where the front desk is located. (Recommend an iron and full-size ironing board be placed in each room.)*

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- i.* Fans are available for each guest room that is on a central heating/air conditioning system or that has chronic problems with proper heating and cooling. (NOTE: A ceiling fan will meet the requirement of a portable fan.)
- j.* A luggage rack or bench is provided in each guest room.
- k.* Criteria for guest sleeping/living rooms under Standards for Facilities are met.

**Standard 2:** Guests are provided standard guest bath and bed linen supplies.

- a.* Each room has the following minimum bathroom linens that meet the “Better” standard of the Lodging Consolidated Acquisition specifications: 1 cloth bath mat, 2 bath towels per bed, 2 hand towels per bed, and 2 wash cloths per bed.
- b.* Additional bathroom linens are available and provided to the guest when requested.
- c.* Each room’s linens meet the “Good” standard of the Lodging Consolidated Acquisition specifications bed linen and provides sheets, mattress pad, blanket and pillow cases of an appropriate size for the mattress and pillow, for each bed, rollaway, and sleep sofa .
- d.* Mattresses and box springs will meet minimum criteria of the Hospitality Design Standards, be in good condition and free of stains.
- e.* Pillows will be full and plump and either feather filled, polyester fiber filled, or polyurethane filled.
- f.* Extra blanket and extra pillow are available in the room (if pillow on bed is feather/down then it is recommended that the extra pillow have a polyester fiber or polyurethane fill or vice versa).
- g.* Bedspreads must be high quality and appropriate for the size of the bed (falls within 3 inches from the floor).

**Standard 3:** Guests are provided standard guest room supplies.

- a.* Guest rooms are equipped with a minimum of two polystyrene (plastic) tumblers or two glasses per bed. (Tumblers are individually enclosed in a sealed wrap, and are a minimum of nine ounces, and glasses are sanitized, either cling wrapped or bagged and are a minimum of eight ounces.)
- b.* Each room has a three quart plastic ice bucket with a cover and disposable liner.
- c.* The ice bucket and tumbler/glasses are placed on a plastic tray of appropriate size, which is placed on a credenza or vanity.
- d.* Closets have eight easily removable hangers, two of which have skirt/trouser hanger clips, and the remainder are made of wood or heavy duty contoured plastic with non-skid trouser bar. (Recommend open hook hangers instead of ball top hangers - required for all distinguished visitor quarters.)
- e.* The guest room and bath/vanity area each are equipped with a wastebasket, one of which is a minimum of 13 quarts in size and none of which are round metal “GI” type. (If there is a kitchen area, it may also require a separate trash can with a liner and a lid.)
- f.* A disposable laundry bag is placed on the closet/wardrobe shelf.
- g.* A note pad and a pen are provided with each room.
- h.* Smoking rooms are provided a minimum of two ashtrays.
- i.* Guests are provided a “Do Not Disturb” card on the inside door knob.
- j.* A guest comment card is provided in each room.

**Standard 4:** Guests are provided standard bathroom supplies.

- a.** Each bathroom is provided two rolls of good quality toilet paper that meets or exceeds standards of Fort Howard Softknit 198 or Kimberly-Clarke Surpass toilet paper. (Recommend 2-ply toilet paper.)
- b.** Bathroom tissues are provided and are of a quality equal to name brand tissues, such as Kleenex or Scotts.
- c.** A six foot by six foot shower curtain that meets the specifications of the Consolidated Acquisition Program. (NOTE: Shower curtain not required if glass tub enclosure is installed.)

**Standard 5:** In room kitchen/kitchenette facilities are equipped with necessary guest supplies. (NOTE: These items may be provided as a part of a lending kit.)

- a.** Each kitchen area is required to maintain the following: a clean dish cloth or sponge; one quart water pitcher (two quart for guest house family quarters); two coffee cups with saucers or disposable cups. *These items may be provided as part of a lending kit offered to guests during normal duty hours..*
- b.** Each kitchen/kitchenette area is equipped with a 3.6 to 7.2 cubic foot refrigerator/freezer. (A larger unit may be provided for guest rooms with kitchen facilities, distinguished visitor suites, or guest house family quarters.)
- c.** A two to four-cup drip coffee pot with supplies/condiments (coffee, decaf, tea, creamer, sugar, and stirrer) for the first night's stay
- d.** Kitchen may be equipped with the following additional items (required for guest house family quarters):  
Kitchen appliances such as a microwave, toaster/toaster oven, mixer, and can opener;  
Dinnerware and stainless flatware for two to four (a set of six for guest house family quarters) and a cutlery tray;  
Cookware to include a tea kettle, one and a half- and two-quart saucepans, a cookie sheet, microwave cookware and a ten inch skillet;  
Graduated mixing bowls, knives (paring, slicing, and utility), vegetable peeler, non-porous cutting board, and serving utensils;  
Dish towel, dish cloths, dish drain, pot holders, and dish detergent.

**Standard 6:** Guest House family quarters are equipped with appropriate supplies. (NOTE: These items may be provided as a part of a lending kit.)

- a.** Guests are provided the following kitchen supplies in addition to those above:  
Five quart dutch oven with lid;  
Set of measuring spoons, measuring cups, a two cup measure, a colander, and a spatula;  
Matched set of bake ware and microwave oven cookware;  
Set of serving utensils to include a slotted spoon, basting spoon, meat fork, and turner;  
Pizza pan and pizza cutter.
- b.** Carpet sweeper, broom, dust pan, sponge mop and bucket are available in the facility for guests' use.

**Standard 7:** Guests are provided standard personal convenience items.

- a.** Guests are provided the following personal care items (except for soap, items are provided the first night only)(items are displayed on a small tray or in a basket):

A 1.0 ounce facial/hand soap bar and 1.5 ounce deodorant soap bar;

A 1.0 ounce combination shampoo/conditioner;

- b.* Guests may also be provided one or two of the following additional PCIs: shoe shine cloth, shower cap, one ounce container of mouth wash, one ounce container of skin care lotion.
- c.* Additional personal care items may be available at the front desk through sundry sales or vending and include the following: Aspirin and non-aspirin pain reliever; antacid; minor first aid items (Band-Aids, antiseptic cream); shaving cream; deodorant; disposable razor; feminine hygiene items; tooth brush; tooth paste; combs; brushes; sewing kit; and shoe care products.

**Standard 8:** Guests have access to in-room information that is complete, current and relevant.

- a.* Fire safety information (facility evacuation plan) is prominently posted on the back of the guest room door.
- b.* Guest information brochure contains a letter of welcome from the manager and instructions on how to contact a manager if there is a problem.
- c.* Information such as lodging services, check-out time, available dining, transportation, telephone information and frequently called numbers, local religious services information, installation facilities and services, and a readable installation map is in the Guest Brochure.
- d.* All notices to guests are printed with a professional appearance and included in the guest brochure, slipped under the door, or placed in a prominent place in the room (e.g., on the bed). (Under no circumstances should signs be handmade and taped and/or tacked to walls to provide information.)

**Standard 9:** Facilities, services, and on-post activities meet the needs of the traveler.

- a.* If guest room is in a facility located away from the front desk registration area, information or assistance is provided to transport the guest to the facility (complimentary or commercial).
- b.* On-post food service activities are accessible and provide dining services for breakfast, lunch/brunch and dinner.
- c.* Where required, an on-post shuttle or transportation system (complimentary or commercial) is available for guest support to dining and lodging facilities.
- d.* Vending and laundry room facilities are conveniently located for guests use.
- e.* Central vending areas contain as a minimum soft drink and snack machines, and an ice machine. (Recommend ice machines that dispense a control portion of ice.)
- f.* Guests should not have to go more than one floor up or down for ice or soft drink machines.
- g.* Vending machines have built-in dollar bill changer or change machine is provided.
- h.* Laundry rooms have detergent/bleach vending machine.
- i.* Next day laundry and dry cleaning service is accessible for guests Monday through Friday by contract or AAFES laundry service.
- j.* Fax service is available to guests during front desk hours of operation. A reasonable fee may be charged, if desired, for personal faxes. Recommend no charge for official government faxes. (*24 hour fax service not applicable for small operations*)
- k.* A mail drop box is located at the front desk with last pick-up time posted.
- l.* A means to secure guests valuables is recommended, such as safety deposit boxes or a safe at the front desk.

- m.* A lost-and-found area is established to store and secure all lost and found items.
- n.* A log on the receipt and disposition of lost and found articles is maintained and accessible during front desk operating hours.

**Standard 10:** Room is equipped with in-room telephone service and information.

- a.* Twenty-four hour telephone service with direct-dial capability is available in each guest room.
- b.* Access to the Defense Switches Network (DSN) is available in the lodging operation. (Recommend capability to provide secure voice communications in distinguished visitor quarters.)
- c.* Message service is available as a part of phone service for guests with a “message-at-desk” light on the phone.
- d.* Telephone support includes guest wake-up service.
- e.* Multi-room (living room/bed room) units have a telephone in each room. (For large single room suites with sleeping/living area, consideration should be given to placing a telephone at the bedside and by the sofa or on a writing table/desk.)
- f.* Guests are not charged for local calls (except if there is a timed charge for the local call).
- g.* Service is available for outgoing charge calls and outgoing calls billed to the room.
- h.* Guests are charged a minimum cost recovery fee for access to long-distance service.
- i.* Clear, succinct and professionally displayed information on phone use, services and charges are placed near the phone and with guest information brochure. (Lodging in overseas areas includes instructions for International calling services.)
- j.* Current local and installation telephone directories are in each guest room.

**Standard 11:** Each guest room has a television and radio/alarm clock that meets the guest’s needs.

- a.* Each guest room has a minimum 19 inch diagonal color television with portable remote with on/off, direct access channel selection, mute and volume control functions. (Recommend units with a separate bedroom be equipped with a second television of an appropriate size for the room, offering the same features as the television described for primary television.)
- b.* Television is connected to a master antenna or cable service for best picture quality.
- c.* Television offers as a minimum, three major networks. (For overseas locations, AFRTS is the acceptable minimum standard.)
- d.* Each room with a TV will have a professional display of channel listings.
- e.* Each room with a TV will have a current TV show listing.
- f.* A radio/alarm clock is on the bedside table. (Recommend a separate radio/alarm clocks be provided to rooms with two duty occupants.)
- g.* The clock(s) has an illuminated dial face and has easy to follow instructions for programming. (Recommend back-up battery power be provided.)

**Standard 12:** The management team is aware of and is responsive to guest needs.

- a.* Customer comment cards are available in all guest rooms and at the front desk.
- b.* Front desk personnel will asked guests to identify any conditions that made their stay extremely positive or negative. (NOTE: This should only be done as workload permits.)
- c.* Customer comment data is tabulated and summarized to identify areas for improvement.
- d.* A record of actions taken in response to customer comments is recorded and kept on file.

- e.* Recommend at least ten percent of the arriving guests daily, be contacted to determine if the room meets their needs, and their comments registered to record the contact.
- f.* Recommend once a quarter, a post-stay survey from the installation commander be mailed to ten percent of the guests staying during the survey month.
- g.* Guests' requests are responded to promptly or referred to supervisory level for assistance and told when to expect action.

**Standard 13:** Courteous, timely telephone support is provided through the front desk.

- a.* Phones are answered within three rings by a lodging employee and not an answering device. (NOTE: An automated attendant system may be installed with voice mail capability for incoming calls for guests and initial screening.)
- b.* Callers are warmly greeted (in clear diction) with the name of the operation, e.g., "Good Morning, this is the Happy Dale Inn, John speaking (or Ms. Murphy speaking or how may I help you)."
- c.* Callers are given the option to receive a call-back rather than be left on hold for in-country calls or calls within the US.
- d.* When a caller is left on hold it should not be more than 30 seconds.

**CATEGORY IV: HOUSEKEEPING** - Often overlooked or relegated to a position of lesser importance is the housekeeping team. However, this group ensures the positive impression of the front desk and the guest support are sustained throughout the guest's entire stay. To achieve a consistent level of quality service requires a well-motivated, trained and properly equipped housekeeping team.

**Standard 1:** Guest rooms are maintained in a clean and orderly condition.

- a.* Guest rooms are serviced every day providing minimum guest services to include bed making/linen changing, tidying room contents, removing trash, vacuuming and dusting.
- b.* Bed linens are exchanged after checkout or a minimum of twice a week based on a locally established schedule.
- c.* Bed and bath linens with holes, fraying, tears, and stains are removed from service.
- d.* Mattresses and box springs are scheduled for periodic rotation.
- e.* Electrical and electronic items are checked to ensure items operate properly, to include clocks set at the proper time.
- f.* Room maintenance and equipment problems are identified and reported.
- g.* All equipment and furnishings provided in the room are accounted for.
- h.* Guest brochures are kept neat with current information and outdated materials removed.

**Standard 2:** Guest bathrooms are maintained in a clean and sanitary condition and properly serviced.

- a.* Bathroom floors, bathtubs/showers, sinks, toilets, counter surfaces/vanities, and walls are free of dirt, soap build-up, stains, mildew, and streaks. (NOTE: Sanitized toilet ribbons are not placed around toilet lids.)
- b.* Interior of medicine chests and other bathroom cabinets are free of dirt, dust, rust, and other accumulations.



- c.* Faucets, spigots, handles, and other chrome and finished metal surfaces are free of mineral deposits and streaks.
- d.* Mirrors are free of streaks.
- e.* Tissues and toilet paper are resupplied with toilet paper folded in a “V-shape” on the dispenser and a backup roll of paper provided.
- f.* All burned out light bulbs are replaced.
- g.* Trash cans are emptied and wiped clean.
- h.* Guest personal convenience items are resupplied and appropriately displayed.
- i.* Used guest towels and bath mats are replaced daily and displayed in a neat, standardized method. (NOTE: Operations may institute an “Earth Friendly” program and offer guests the option to use towels more than once.)

**Standard 3:** All areas of the guest room and bathroom are kept clean and orderly through consistent, thorough daily cleaning and a locally established scheduled deep cleaning program.

- a.* A thorough cleaning is performed in check-out rooms.
- b.* Guest room carpets are free of stains and dirty appearance.
- c.* Carpets are shampooed or steamed cleaned on a scheduled basis (at least twice a year) .
- d.* Operations may periodically use air purification equipment to remove smoke and stale odors from rooms.
- e.* Ledges and high areas (such as ceiling globes, fans, and tops of high furniture) are free of an accumulation of dust, dirt, and insects.
- f.* Windows and window ledges are free of dirt, smudges and streaks.

**Standard 4:** Housekeeping personnel are equipped and provided adequate supplies to perform tasks in an efficient manner.

- a.* Housekeeping personnel are provided essential supplies for cleaning and servicing the guest room and bathroom to include: all-purpose cleaner/spray disinfectant; spray glass cleaner; toilet bowl brush; dusting cloths and solution; sponges; rubber gloves; face mask; and eye protectors.
- b.* Housekeeping personnel are provided necessary equipment and supplies to service and restock the room to include: commercial vacuum cleaner; clean linens; clean bath linens; toilet paper; tissues; sanitized drinking glass or seal-wrapped single service glasses; clean ashtray and matches (smoking rooms only); bar soap; standard guest personal convenience items; replacement light bulbs; replacement batteries for TV remote control.
- c.* Employees are trained on proper equipment use and care.
- d.* Equipment is in good repair, properly maintained and safe for employee use.

**Standard 5:** The housekeeping staff effectively supports guest service through a well-trained, standardized, and efficiently organized staff.

- a.* Housekeeping personnel are trained in standardized cleaning processes, using standardized cleaning materials through initial and recurring task oriented training.
- b.* Housekeepers use a standardized cart set-up to service guest rooms.
- c.* The housekeeping staff is organized to be responsive to shifts in workload due to a large number of checkouts or unusual cleaning requirements.

- d.* The housekeeping staff is scheduled for full service support, seven days a week, including adequate supervision at all times.
- e.* Supply points for linens, cleaning supplies, and replacement personal convenience items are accessible to housekeepers.
- f.* The front desk is kept informed of the room status and availability for assignment.

**Standard 6:** There is an established housekeeping quality assurance program.

- a.* Housekeeping supervisors/work leaders are trained in their quality assurance role and meet the requirements of the *Performance Plus*.
- b.* Each housekeeper is trained on their responsibility for quality control.
- c.* A standard daily room checklist is provided to housekeepers as a guide to servicing a room.
- d.* Housekeeping supervisors/work leaders use a standardized quality control checklist to inspect rooms before releasing to the front desk for assignment.
- e.* A system is in effect to report and follow-up on maintenance problems identified until they are corrected.

**Standard 7:** Housekeeping in common areas (hallways, laundry rooms, vending areas, public rest rooms, and lobby) reflects an orderly, clean environment portraying a positive image of the lodging operation. (NOTE: If common area cleaning is performed by an appropriated fund contract, the provisions of the contract and the oversight/quality assurance will achieve the same end results of this standard.)

- a.* Employees are given responsibility to keep designated common service areas properly maintained throughout the day.
- b.* Cleaning involving vacuuming and floor washing of common areas is scheduled during low customer use periods.
- c.* Cleaning includes ledges, vents, light fixtures and fan blades.
- d.* Glass and mirrors are cleaned on a regular basis to eliminate smudges and streaks. (NOTE: Exterior or high windows may have to be cleaned by contract.)
- e.* Trash receptacles are not allowed to get beyond two-thirds full.
- f.* Spills are cleaned up immediately.
- g.* Laundry rooms, common kitchens, and lobbies are cleaned and serviced a minimum of twice a day, at times that will not interfere with guests' use.
- h.* Washers are kept free of an accumulation of soap scum.
- i.* Dryer lint screens are kept free of an accumulation of lint.
- j.* There is a schedule for periodic deep cleaning of common areas.
- k.* Drinking fountains are cleaned throughout the day.

**Standard 8:** Housekeeping employees are included as members of the professional customer service team.

- a.* Orientation and training for housekeeping personnel emphasizes their role in quality customer service.
- b.* Housekeeping personnel understand the importance of their positive interaction with the guests by greeting guests at every opportunity.
- c.* Housekeepers are instructed on proper methods of entering a guests room to ensure guests privacy is respected.



- d.* Close coordination is maintained by the housekeeping staff with the front desk to ensure the guests needs are met.
- e.* Adequate break areas are provided to housekeeping personnel to allow for eating and breaks. These back-of-the-house areas are maintained at the same high standards as the rest of the facility in terms of cleanliness and orderliness.

**SECTION B:****STANDARDS FOR OPERATIONS**

Standards for Operations establish the level of efficacy in supporting the total lodging operation behind the scenes. Meeting and exceeding the guest's expectations day-in and day-out is a critical challenge of the lodging staff on the front line, who make direct contact with the guests.

However, effectively serving the guest is not possible without an efficient organization in place.

**CATEGORY I: HUMAN RESOURCES** - Proper personnel management ensures people are properly trained, understand management's expectations and are fairly treated. Effective administration of personnel programs minimizes adverse impacts on the bottomline and valuable management time due to improper handling of personnel management issues.

**Standard 1:** An effective, on-going employee training and development plan is established and executed.

- a.* An Employee Training and Development Plan is provided for each new employee when in-processing.
- b.* Each new employee is appointed a "buddy" or is assigned to a work leader/supervisor to help facilitate the new employee's assimilation.
- c.* Each new employee is provided an orientation of the property layout and operation.
- d.* The new employee begins and completes initial and introductory training within the locally prescribed time period. (Recommend new employee spend one night in the facility as a part of the orientation.)
- e.* Each employee is enrolled in the *Performance Plus* program for their particular function.
- f.* The initial phase of the *Performance Plus* program is completed by the employee within the locally prescribed time period.
- g.* An employee handbook is provided and explained to the new employee.
- h.* Work rules, standards of performance, and standards of conduct are explained to new employees.
- i.* The employee is made aware of the award and recognition programs.
- j.* After the initial phase of orientation and training, the new employee demonstrates his/her new skills.
- k.* A learning resource center or training/ conference room is recommended to be set up for individual self-paced study and small group training.
- l.* As appropriate for the position, employees may be enrolled in commercial (local college or community college) training programs.
- m.* Records of training are maintained and kept current on each employee.

**Standard 2:** Appropriate personnel management practices are in effect .

- a.* Each employee has performance standards that are reviewed with the employee at least twice a year. At least once a year employee work rules and expectations are reviewed.
- b.* Deviations from performance standards and acceptable behavior are addressed at the time the deviation occurs and documented as required by local management policy.
- c.* Employees have a printed work schedule.
- d.* An annual leave plan is developed following locally established procedures.

- e.* Recommend employee time and attendance be performed through the Time and Attendance Management System.
- f.* There is an employee performance related recognition program established.

**Standard 3:** Employee appearance and conduct is appropriate for the position.

- a.* Standardized uniforms are worn by all line personnel.
- b.* Personal grooming is emphasized as important aspect of employee appearance.
- c.* Sufficient numbers of uniforms are furnished to provide a clean uniform daily. (The lodging operation may provide laundry and dry cleaning of employee uniforms.)
- d.* Uniform color and style is specified separately for front desk personnel, housekeeping staff, maintenance team, security, laborers, and food and beverage personnel.
- e.* All employees wear a standardized name tag. In addition to the person's name, the name tag may include the name of the property and position or work section.
- f.* Management personnel wear professional, business attire appropriate for the position they are in, with a name tag.

**Standard 4:** The workers' compensation program is effectively managed by the lodging management personnel.

- a.* The fund manager administers the Workers' Compensation Program as prescribed in AR 215-1, chapter 14.
- b.* The fund manager ensures all injuries are documented and reported.
- c.* All supervisors are thoroughly trained in workers' compensation claims procedures.
- d.* All employees are provided safety training to prevent on-the-job injuries.
- e.* All employees are familiar with the provisions of the Workers' Compensation Program.
- f.* The fund manager reviews and signs all claims, and determines ways to prevent future injuries.

**CATEGORY II: FINANCIAL OPERATIONS** - Keeping track of and securing cash resources and receipts is fundamental to good business management. Although we strive to provide quality guest service, our operating costs must be covered and accounted for, and resources adequately protected.

**Standard 1:** Daily accounting activities are performed in an accurate, timely manner.

- a.* Daily activity reports are prepared and checked for accuracy.
- b.* The fund manager reviews the daily activity reports and submits to the supporting central accounting office within three work days.
- c.* Bank deposits are made prior to the close of the bank's business day.

**Standard 2:** Adequate controls are in effect over funds.

- a.* A standard operating procedure on funds control and accountability is established and followed by all employees.
- b.* Only authorized employees have access to back office areas where funds are stored and handled.
- c.* Cash counts are performed out of the view of customers and unauthorized associates.
- d.* Cash receipts are secured at all times.

- e.* All safe combinations and cashier office keys are strictly controlled according to Army and installation standards.
- f.* All receipts for previous days transactions are deposited Monday through Friday.  
(Recommend daily deposits for large operations that have significant cash accumulations as determined locally.)
- g.* Lodging operations comply with installation standards for size of cash deposits requiring military police escort.
- h.* A drop safe is used to secure turn-ins at the end of each shift.
- i.* Two people are present when drop safe is opened and shift deposit amounts are verified.
- j.* All employees handling cash are bonded.
- k.* Lodging associates performing cashier duties sign for change funds and maintain accountability.
- l.* Cashiers balance their accounts and reconcile change funds at the close of each shift.
- m.* Lodging associates are trained on anti-robbery procedures.

**Standard 3:** Management control procedures are defined and followed.

- a.* There is a written operating procedure for the management control of financial operations.
- b.* There is a clear separation of duties among individuals preparing the cashier's report, the bank deposits, and performing the bank reconciliation.
- c.* Surprise cash counts are performed and recorded at least quarterly.
- d.* There is an management controls checklist that is reviewed and completed once every five years to identify and correct management control shortfalls.

**Standard 4:** Accounts receivable are managed to minimize write-offs and maximize receivables to efficiently manage cash flows.

- a.* Lodging manager reviews outstanding accounts receivables on a monthly basis.
- b.* There are established procedures following-up on all accounts receivable.
- c.* Eighty-five percent of total receivables are 30 days old or less.
- d.* There are no receivables greater than 90 days old.

### **CATEGORY III: BUDGET PREPARATION, EXECUTION, AND LONG-RANGE**

**PLANNING** - A key planning function is the lodging budget process. Accuracy, timeliness, execution, and planning for the future are necessary for an enduring, effective operation.

**Standard 1:** The Annual Budget is prepared, submitted, reviewed and approved in a timely manner.

- a.* The installation Capital Purchases and Minor Construction (CPMC) program is submitted to the MACOM by the date specified by the MACOM for review and approval.
- b.* The complete annual operating budget is submitted to the MACOM in a timely manner to allow for final review and approval, and ensure roll-ups with supporting individual site budgets are submitted to CFSC-AL-F no later than 30 September.
- c.* The MACOM provides the Central Accounting Office an approved copy of the budget prior to the beginning of the fiscal year.

**Standard 2:** The Annual Budget accurately reflects the correct funding source, account categories, and projected income and expenses for the operation.

- a.* All appropriated fund requirements are identified in the budget development process as a part of the APF annual and long-range plan.
- b.* A statement of nonavailability of appropriated funds is obtained from the appropriate office/individual responsible for funds certification, before identifying nonappropriated funds as the funding source for items authorized appropriated fund support.
- c.* Monthly and quarterly variance reports from at least two prior years are used as a starting point for budget development. Economic conditions, projected occupancy and guidance from installation leadership and MACOM will also be used to help build an accurate budget.
- d.* All major account categories (Guest House, Temporary Duty Lodging, Permanent Party NCO/Officers Quarters, Food & Beverage Operations) are budgeted for separately.
- e.* All major account categories (except food and beverage and Guest House) are budgeted as break-even after operations and budgeted capital expenditures. The projected net income before depreciation reflects a zero or greater balance (not to exceed \$500).
- f.* Food and beverage accounts may be budgeted to generate a surplus which is used to defray lodging costs.
- g.* Guest House accounts are budgeted to meet MWR performance standards and the projected net income before depreciation is equal to or greater than zero.

**Standard 3:** The service charge adequately considers the cost of providing lodging services.

- a.* The guest service charge is calculated each year based on the Annual NAF Budget Guidance and Instructions for Billeting NAFIs and is based on a projected cost per person per day.
- b.* The service charge may be adjusted up for suites and DV quarters based on actual higher operating costs.
- c.* The average daily service charge rate does not exceed fifty percent of the lodging portion of per diem for the area without prior MACOM approval.
- d.* An additional occupant charge is established to cover the actual costs of the second occupant.
- e.* Installations submit a service charge report as of 30 June and 31 December, no later than 30 July and 30 January, respectively.

**Standard 4:** Execution of the budget tracks with the Annual Budget.

- a.* Quarterly budget reviews are completed by the lodging manager to ensure proper execution.
- b.* Budget revisions are made as required when variances and program redirection occurs.
- c.* Budget variance is less than or equal to fifteen percent to the projected budget in terms of total income and expenses.
- d.* Execution of CPMC reflects an 85 percent execution of the quarterly CPMC budgeted requirements.

**Standard 5:** A comprehensive long-range (five year) plan that considers financial needs is in place.

- a.* Long-range facility, furnishings, financial, and service requirements are identified.
- b.* The correct and likely funding source for requirements is established.
- c.* Annual appropriated and non-appropriated funding requirements are integrated to properly project resource requirements.

- d.* Long-range plans are reviewed as a minimum annually and adjusted and updated as a part of the annual budget process.

**CATEGORY IV: LODGING ADMINISTRATION** - Without effective administrative support and systems in place, the lodging operation may not provide the most effective guest services.

**Standard 1:** Standard operating procedures are established for all key functional requirements.

- a.* Standard operating procedures (SOPs) are written and followed for major functional areas and critical processes: Emergency Operating Procedures; Front Desk Operations; Funds Control; Accounting Operations; Key Control; Personnel Management and Administration; Housekeeping Operations; Maintenance Management; Supply and Logistical Operations; Equipment Operation, Use and Maintenance; and Safety and Security procedures; and Computer System Operations. (NOTE: Required SOPs may be broken down into sub function processes, if deemed necessary by the manager.)
- b.* Other SOPs required by manager and MACOMs are current and available.
- c.* SOPs are integrated into the employee training program.
- d.* SOPs are accessible by employees.
- e.* Managers review and certify SOPs as current on an annual basis.

**Standard 2:** Computer system administration is reliable and responsive.

- a.* A qualified system administrator is appointed.
- b.* The system administrator or an alternate source is accessible 24-hours a day (*during duty hours for small operations*).
- c.* An emergency recovery plan is established.
- d.* Employees are trained on basic response efforts to common system/hardware problems.
- e.* System back-ups to support manual operations are printed once a day or routed to a PC or preserved on tape or disk.
- f.* A back-up power system will be installed to ensure continued required minimum operations.

**Standard 3:** Behind-the-scenes systems are in effect to assure smooth front desk operations and focused customer service.

- a.* Daily coordination is maintained between reservations section and the front desk (*and SDO*).
- b.* Coordination throughout the day between the front desk and housekeeping is established to ensure accurate room availability information.
- c.* Accounting section provides feedback to front desk on daily financial operations (i.e., documentation errors, over/under counts).
- d.* Administrative section keeps back-up forms, documents and other system operations in effect to provide responsive guest services.
- e.* Recommend a PBX operator or back-up front desk associate screen phone calls for correct routing, allowing other front desk personnel to perform guest services.

**CATEGORY V: LODGING SAFETY AND SECURITY** - The safety of the employees and guests and the security of property and guest privacy are paramount programs that must be in place.

**Standard 1:** An effective safety/accident prevention and awareness program is established.

- a.* All employees are familiar with the accident prevention/safety awareness program and receive initial and periodic safety training.
- b.* Employees handling chemicals or other hazardous materials receive specialized training and supervisors exercise oversight in use.
- c.* All “Right to Know” laws are followed and a Material Safety Data Sheet (MSDS) is on file and accessible to employees for every chemical they may come in contact. Employees are provided necessary safety equipment (i.e., goggles, back support belts, rubber gloves, metal toe guards, ear protectors, etc.) for the performance of their duties.
- d.* Every effort is made to prevent guests from coming in contact with spills, chemicals and tripping hazards. Chemicals on carts are out of reach of children.
- e.* A record is kept on the chemicals such as fertilizers, weed killers, and pesticides that are used on the grounds.

**Standard 2:** A fire prevention program is in effect.

- a.* The lodging manager has established a fire prevention/awareness program.
- b.* All employees are familiar with the fire prevention/awareness program and receive initial and periodic fire safety training.

**Standard 3:** Effective in-house safety and fire safety inspection and response programs are established.

- a.* Safety and fire safety deficiencies are identified through quarterly inspections.
- b.* Procedures are in place to follow-up and verify deficiencies are corrected.
- c.* All fires, accidents and injuries are immediately investigated, documented, and reported.
- d.* Well-stocked first aid kits with emergency procedures are located in accessible places such as the front desk, housekeeping office/break area and maintenance areas. (NOTE: In no case should first-aid treatment take the place of an individual being examined by qualified medical personnel.)
- e.* Fire extinguishers and fire exit signs are operational, maintained, inspected monthly, visible and accessible.
- f.* A schedule is developed for testing smoke alarms on a regular basis.
- g.* Employees are familiar with different classes of fire and the proper extinguisher to use.
- h.* Emergency numbers and procedures are posted near telephones and conspicuously at front desk.

**Standard 4:** Personnel and resource protection is a key part of the security program.

- a.* Every employee is considered a member of the property’s security and resource protection team and will receive initial and periodic training on the importance of personnel (including guest) and resource protection.
- b.* All personnel will receive training in assisting guests in lock outs and locating other guests’



rooms.

- c.* Every effort is made to protect guests' privacy: Room numbers are not called out loud during registration and guest room numbers are not provided to other guests, callers or visitors.
- d.* Personnel handling monetary resources are trained in anti-robbery prevention procedures.
- e.* The fund manager advises installation officials of losses, and ensures investigation of all losses of property is conducted and properly reported.
- f.* Based on recommendation of installation security personnel, lodging facility access may be controlled by locked exterior doors overnight, except for front desk/lobby area entrance that is monitored by a lodging employee.
- g.* Emergency lighting is installed in areas designated by installation safety and security personnel to ensure adequate resource protection and personal safety.

**Standard 5:** Effective Risk Management Program (RIMP) procedures are established.

- a.* Annually, the fund manager reviews insured exposures, takes corrective action, and returns certificates of coverage to the Army Central Insurance Fund (ACIF), to validate what is insured.
- b.* The fund manager updates exposures as changes occur in fixed assets, or improvements are made.
- c.* The fund manager advises installation officials of losses, ensures investigation of all losses of NAFI property is conducted, and notifies ACIF of losses within sixty days.
- d.* The fund manager establishes internal control reviews and applies procedures to safeguard NAFI and appropriated fund assets.
- e.* All employees receive training on their responsibilities to protect NAFI and appropriated fund assets as a part of their orientation and recurring training.

**Standard 6:** Adequate controls are in effect over keys to maintain accountability, control distribution, and limit access.

- a.* Only authorized employees have access to keys and back office areas where keys are stored and handled. (All extra/back-up keys are kept in a locked box or safe.)
- b.* Employee keys/key cards are turned in at the end of each work day.
- c.* A system is in effect to control distribution and access to keys.
- d.* A register is maintained of keys/electronic key cards that are signed out.
- e.* Adequate controls are in effect for duplication of keys.
- f.* Master keys and key cards are distributed on the basis of operational need, and not for employee convenience.
- g.* Strict accountability and control is maintained over master keys and key cards.
- h.* All keys are tagged and/or identified by a alpha/numeric code.
- i.* Keys or electronic key cards are not stamped or imprinted with a room number.
- j.* Back-up keys are kept secure and are not accessible except by authorized employees.
- k.* Electronic key card system has basic security features which facilitate control.
- l.* *The SDO will sign for keys daily. Keys turned in to SDO are inventoried daily at pick-up.*



**CATEGORY VI: FURNISHINGS/SUPPLY MANAGEMENT** - Closely tied to daily guest services and the total positive impact of the facilities on the guest, are quality and appropriateness of the furnishings and availability of supplies.

**Standard 1:** Furnishings are attractive and color coordinated and meet interior design standards.

- a.* Furnishing requirements are based on a comprehensive master plan that coordinates furnishing requirements with facility projects.
- b.* Furnishing selections meet the standards of the Hospitality Design Standards.  
(Recommended that furnishings selections be accomplished by qualified furnishings/interior design professional.)

**Standard 2:** Proper inventory management procedures are in effect.

- a.* Storage facilities are provided that allow for proper storage and control of furnishings.
- b.* Items are signed for when received at storage facilities and placed under established inventory control procedures.
- c.* An accounting is maintained on all physical assets and their location in facilities.
- d.* Periodic inventories of assets are conducted to establish losses and condition of assets.

**Standard 3:** Proper storage procedures are in effect.

- a.* Storage facilities and store rooms are neat, orderly free of clutter.
- b.* Sufficient shelving and storage space is provided for the function of the storage area.
- c.* Work center storage of expendable items is restocked weekly with a back-up supply of at least 30 days.
- d.* Work center storage of expendable items for weekend workers (when separately maintained) is restocked weekly.

## **SECTION C:**

### **STANDARDS FOR FACILITIES**

Standards for Facilities define the appearance and condition of the facilities our lodging staffs work in and serve our guests. These standards are the other half of quality lodging service. No amount of hospitality can overcome a poorly maintained, unattractive guest room. Quality guest services combined with quality guest facilities equals quality lodging services.

**CATEGORY I: PROPERTY MAINTENANCE** - A critical principle of facility maintenance is “pay me now, or pay me later.” If we don’t take care of what we have on a continuing, systematic basis, the impact over time becomes exponential. These standards address facility maintenance on a day-to-day basis and maintenance planning for the future.

**Standard 1:** Systems are in place to assure adequate and responsive grounds maintenance and general facility care.

- a.* Maintenance reporting for emergency, life/safety related, and critical operational impact situations is done immediately.
- b.* Maintenance reporting for problems identified as routine requirements is done within 4 hours (*during duty hours*).
- c.* An agreed upon response time is established for different categories of maintenance with the DPW and in-house maintenance supervisor.
- d.* A follow-up system is established for all identified maintenance requirements.
- e.* A preventive maintenance schedule is developed and followed-up for recurring maintenance of facilities and equipment items through in-house, contract or Public Works maintenance functions.
- f.* Litter inside and outside of the facility is removed on sight by all employees; entire grounds are checked at least once daily.
- g.* Grounds maintenance demonstrates attention to detail in terms of trimming, edging, and weed control.

**Standard 2:** The labor/maintenance work force is equipped and provided adequate supplies to perform tasks in an efficient manner.

- a.* Laborer/maintenance personnel are provided essential supplies for facility upkeep and maintenance to include: tool kits with essential tools for minor maintenance; back support belts; linen carts; hand trucks and carts; work gloves; face mask; respirator; eye and ear protector; metal foot guards; garden equipment; and operator manuals for all vehicles, power equipment, electronic equipment and appliances.
- b.* Laborer/maintenance personnel are provided necessary vehicles and equipment to service the lodging facility and mission to include: required vehicles necessary to support specific tasks on a continuing basis; lawn care equipment; floor and carpet care equipment.

**Standard 3:** Long-range facility maintenance planning is an established process.

- a.* An engineering assessment is performed annually to identify future maintenance requirements for each facility.
- b.* Long-range facility maintenance requirements are integrated into the facility improvement

- plan.
- c.* Major facility maintenance requirements are included in the capital purchase and minor construction plan.
- d.* All maintenance requirements are integrated into the DPW annual work plan.

**CATEGORY II: GENERAL FACILITY REQUIREMENTS** - An orderly approach must be taken to achieving the desired facility standards. Generally, installations have design and architectural standards, and a planned approach to the overall installation layout and modernization. Lodging facility must complement installation and be a part of the installation facility plans.

**Standard 1:** A comprehensive, long-range facility plan is developed and followed.

- a.* An up-to-date facility improvement plan exists for each facility.
- b.* The plan identifies deficiencies and near and long-term fixes for each facility which are integrated, as appropriate, into the DPW annual work plan.
- c.* The facility improvement plan complements the installation facility improvement plan and is an integral part of the overall installation plan.
- d.* The facility plan incorporates requirements of the Installation Design Guide.
- e.* The approved facility improvement plan is the basis for the capital purchases and minor construction program.
- f.* The facility improvement plan is developed through a facilities improvement committee for coordination and execution oversight.
- g.* Planned facility modifications incorporate energy saving and life safety designs and construction standards.
- h.* All major renovations of guest rooms must include installation of a modular jack or data port to support the use of computers or fax machines.

**Standard 2:** Sufficient guest house rooms are handicap accessible.

- a.* At least one handicap accessible room is available per guest house facility.
- b.* Access ramps or lifts are at facility/guest room entrances.
- c.* Inside doors are a minimum of thirty-six inches wide.
- d.* Bathroom and cooking area meet minimum Americans with Disabilities Act requirements.

**Standard 3:** Mechanical and electrical services are functional, reliable, unobtrusive, architecturally compatible.

- a.* Heating, ventilation, air conditioning (HVAC) outside components are attractively screened.
- b.* HVAC ducts, conduits, and pipes inside and outside where guests are present (except laundry rooms) are concealed.
- c.* All plumbing pipes are insulated.
- d.* Exterior lights are controlled by photoelectric switches.
- e.* All systems receive recurring, scheduled maintenance.

**CATEGORY III: EXTERIORS** - Curb appeal communicates a lot about the quality of the operation even before the guests walk through the front door. These standards move the lodging facility toward a professional appearance beginning with the outside.

**Standard 1:** Facilities are constructed of durable, easily maintained, and attractive materials which promote a professional image.

- a.* Building exteriors are finished with aggregate, brick, or split faced block. (Exceptions are allowed for historical buildings.)
- b.* Colors comply with post architectural standards in the Installation Design Guide.
- c.* Roof overhangs and balconies cover walkways adjacent to the building.
- d.* Windows are energy efficient and attractive. (Recommend double glazed glass with anodized aluminum or bronze frames.)
- e.* An attractive overhang/portico/canopy highlights the main lobby entrance and provides cover for guests to load and unload.

**Standard 2:** The facility is easy to find and accessible.

- a.* Installation signs direct the guest to the lodging front desk facility.
- b.* Building numbers and name are of sufficient size to be visible from passing roads day and night and meet the standards of the Installation Design Guide.
- c.* Attractive, lighted exterior signage is visible and identifies main entrances (*and operating hours with directions for after-hours operations*).
- d.* Pull-up area is provided for guest loading and unloading at main lobby.
- e.* Adequate parking is provided adjacent to each lodging facility. (One space for every two guest rooms.) (NOTE: Employee parking is in designated area to ensure guest parking is not limited.)
- f.* Parking areas are well-lit at night.

**Standard 3:** Landscaping around the facility presents a manicured, professional appearance that welcomes the guest.

- a.* Effective mix of trees, shrubs, and plantings create a colorful environment year round.
- b.* Attractive low maintenance plants that are indigenous to the area are used.
- c.* Interconnecting walkways are provided between facilities.
- d.* Walkways are well marked and lit at night.
- e.* Well-maintained playgrounds are provided for children in guest house areas.
- f.* Outside seating is provided around the facility based on locally determined guest need. (Recommend covered and uncovered picnic tables and barbecue grills for long term TDY guests.)
- g.* Grounds maintenance storage facility is effectively blended into the local environment by using landscaping or fence screening.
- h.* Delivery and trash/dumpster areas are screened from public view.

**CATEGORY IV: INTERIORS** - For the guest, the facility interior means the most. The condition of the room, the guest bathroom, and other support facilities affect the guest in a personal way. All the great customer service efforts can be neutralized by an physically unappealing room.

**Standard 1:** The front desk and lobby area create a positive first impression for the guest, and are laid out and appointed for the guests' comfort and convenience.

- a.* Automatic doors are installed at main lobby entrance (*not required for small operations*).
- b.* An attractive cigarette/trash receptacle that blends with the exterior decor is place at the outside entrance.
- c.* There is a walk off area at the lobby entrance.
- d.* The front desk is visible to the guest as he/she enters the lobby area.
- e.* Recommend the front desk and lobby area receive professional design assistance to develop the decor and furnishings selection.
- f.* The front desk is constructed with attractive, durable materials that complement the interior design of the lobby area.
- g.* The front desk is constructed to provide adequate surface space for computer terminals and printers.
- h.* Key/card storage is constructed into the desk and out of direct view of the customer.
- i.* Male and female guest bathrooms are located adjacent to the lobby area and are handicap accessible.
- j.* A locked/controlled room for luggage storage is located adjacent to the lobby (*not required for small operations*).

**Standard 2:** Hallways and other common areas are attractive and present a positive image of the lodging operation.

- a.* Signage is attractive and standard throughout the lodging facility.
- b.* All facilities have attractive and standard directional signs to locate rooms and other guest areas such as vending, laundry room and community kitchen areas.
- c.* Floors, carpeting, lighting, and wall finishes in hallways comply with the standards of the Hospitality Design Guide.
- d.* Materials and construction of hallways and common areas comply with local fire codes.

**Standard 3:** Guest sleeping/living rooms, suites and guest house rooms meet the guests' needs for safety, security, privacy and comfort.

- a.* Room size meets the minimum square footage of AR 210-50, Chapter 4 for grade assigned.
- b.* There is acoustical separation between each room.
- c.* Room doors are solid core with a minimum one-half inch dead bolt (recommend one inch), a night security lock, door stop and door viewer.
- d.* Room door locks when closed and has an automatic door closure.
- e.* There is a light control switch by the room entrance.
- f.* Wall-to-wall pattern carpeting is installed and meets the standards of the Hospitality Design Guide.
- g.* Carpet, window treatment, finishes, and room furniture represents a whole room decor package.
- h.* Recommend drapes be installed with a blackout lining or back drape.

- i.* Walls and ceilings are finished with no exposed concrete masonry units.
- j.* A built-in closet with a minimum width of 48 inches is provided.
- k.* A full length, framed mirror is mounted in the room.
- l.* Each wall area has a minimum of six duplex electrical outlets per room with a dedicated outlet for the refrigerator and one outlet per wall area.
- m.* Windows that open are screened.
- n.* Ground-level windows/sliding glass doors or those that are accessible by balconies or outside walkways are highly securable.
- o.* There is no exposed conduit, pipes or ducts in the room.
- p.* HVAC system functions effectively to provide optimum guest comfort and energy efficiency.
- q.* Each room has an individual room temperature control with clear instructions on adjustments.
- r.* A TV cable outlet is located in the living room and sleeping room of suite type units (optional) and is out of view.
- s.* Telephone, TV, and lamp cords and cables are hidden from view or are neatly bound.
- t.* Where practical, each room has a hardwired heat/smoke detector which activates an alarm at the fire station.

**Standard 4:** Guest bathrooms provide privacy for the guest and contain all the functional components necessary for personal conveniences.

- a.* Bathroom has a hollow core door with a privacy lock, a double robe hook on the back of the door and a door stop. (Recommend solid core door.)
- b.* Bathroom sink is a drop-in or preformed, bowl with a 36 inch counter top and apron to conceal plumbing, and made of durable materials such as porcelain, marble, corian or avonite.
- c.* Sink has a hot and cold washerless mixer faucet.
- d.* A cabinet and/or shelf are installed above the sink.
- e.* A full size mirror and light are located over the sink.
- f.* Two towel bars and a garment hook are installed in the bathroom.
- g.* A ground fault interrupt (GFI) outlet is located on the adjacent wall to the sink.
- h.* Floors are hard, impervious material, such as ceramic tile with at least a four inch cove base. (Recommend tile cove base.)
- i.* Walls and ceilings are of moisture and humidity resistant materials and finishes.
- j.* A recessed holder is installed for tissue box. (An attractive counter top dispenser may substitute for a recessed tissue holder.)
- k.* Shower/tub combination is prefabricated molded cubicle of solid porcelain or tile with a built-in soap/shampoo shelf, non-slip base surface, with recommended installed grab bar.
- l.* A water saver shower head with adjustable water pattern and volume is installed.
- m.* Facilities are equipped with plumbing to prevent extreme fluctuations of water pressure and water temperature.
- n.* Toilet is tank type with solid seat and lid.
- o.* Toilet paper holder is installed near toilet.
- p.* A switched light/exhaust fan is installed in the shower/tub area.

**Standard 5:** Kitchen/kitchenette facilities have a decor that is consistent with the rest of the unit, and are functional and meet the guests needs. (NOTE: Unitized kitchen systems may be installed to meet the requirements of this standard.)

- a.* Kitchen units contain wall cabinets with doors and under counter drawers.
- b.* Counter tops are Formica or corian/avonite and have a back splash.
- c.* Kitchen sink is a drop-in stainless steel or porcelain with a hot and cold washerless mixer faucet.
- d.* A fluorescent light is installed over the sink.
- e.* Adequate electrical outlets are provided for installed appliances and multiple counter top appliances based on planned kitchen function.
- f.* Flooring is solid sheet, resilient no-wax vinyl and extends to the dining side of eat-at counters.

**Standard 6:** Community kitchen areas are functional and constructed for easy maintenance and cleaning.

- a.* Kitchen units contain wall cabinets with doors and under counter drawers.
- b.* Counter tops are Formica or corian/avonite and have a back splash.
- c.* Kitchen sink is a double drop-in stainless steel or porcelain with a hot and cold washerless mixer faucet.
- d.* A fluorescent light is installed over the sink.
- e.* Adequate electrical outlets and utilities (gas) are provided to support a four burner stove and oven, up to two microwave ovens, a full size refrigerator/ freezer, a dishwasher, and multiple counter top appliances based on planned kitchen function.
- f.* Electrical outlets installed in proximity to a water source will be GFI.
- g.* Flooring is solid no-wax sheet vinyl or quarry tile.

**Standard 7:** Community support areas are functional and constructed for easy maintenance and cleaning.

- a.* Guest vending areas are located conveniently to guest rooms.
- b.* A floor drain and potable water line is installed to support areas with an ice machine.
- c.* In central vending areas, there are sufficient electrical outlets to support present and planned vending equipment. (Recommend machines be recessed.)
- d.* Vending area on guest floor is in a room/area of adequate size for servicing.
- e.* Appropriate signage that is decor-coordinated directs to vending areas.
- f.* Floor is quarry tile around machine area and may be sheet vinyl in central vending areas that provide seating.
- g.* When vending area is located in community kitchen, the above standards are integrated with those for community kitchen.